

## Message Text

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ACTION IO-10

INFO OCT-01 AF-06 EUR-12 ISO-00 EB-07 COME-00 TRSE-00

AID-05 OPIC-06 CEA-01 DIWY-01 PA-02 STR-04 OES-05

PRS-01 USIA-15 CIAE-00 INR-07 NSAE-00 AGR-10 /093 W

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R 111438Z APR 75

FM AMEMBASSY MBABANE

TO SECSTATE WASHDC 7859

INFO AMEMBASSY GABORONE

AMEMBASSY LONDON

AMEMBASSY MASERU

AMEMBASSY PARIS

AMEMBASSY ROME

AMEMBASSY VIENNA

AMCONSUL MONTREAL

USMISSION USUN NEW YORK

USMISSION GENEVA

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PARIS FOR UNESCO

ROME FOR FODAG

VIENNA FOR IAEA AND UNIDO

MONTREAL FOR ICAO

E.O. 11652: N/A

TAGS: EAID, ECRP, UNDP

SUBJECT: EVALUATION OF U.N. ASSISTANCE PROGRAMS

REFS: A. CERP 0008;

B. MBABANE 0575, MARCH 29, 1974;

C. STATE 64907

1. FOLLOWING IS EMBASSY/OSARAC ASSESSMENT, KEYED TO TOPICS

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SPECIFIED IN PARA 5, REF C.

2. ROLE OF UNDP IN U.N. DEVELOPMENT SYSTEM. COMMENTS IN PARA 1, REF B, STILL APPLY. UNDP RESREP IS EFFECTIVE LEADER OF UNDP ACTIVITIES AND OTHER U.N. TECHNICAL ASSISTANCE. UNDP/IBRD COMMUNICATION AND COORDINATION, ALTHOUGH LARGELY INFORMAL, APPEAR TO BE VERY GOOD. THE UNDP AND IBRD CONTINUE TO HAVE AN IMPORTANT COLLABORATIVE ROLE IN CERTAIN PROJECTS WHERE THE U.M. HAS ASSISTED IN FEASIBILITY ANALYSIS OR ACTUAL IMPLEMENTATION. OTHER IBRD ACTIVITIES (E.G., THE WATER AND SEWERAGE LOAN) COMPLEMENT UNDP PROJECTS (WHO RURAL SANITATION PROJECTS). PARTICIPATION OF THE VARIOUS U.N. AGENCIES IN FORMULATION AND REVIEW OF THE COUNTRY PROGRAM HAS BEEN IRREGULAR.

3. COORDINATION OF ALL EXTERNAL TECHNICAL ASSISTANCE. NO FORMAL MECHANISM EXISTS FOR COORDINATION OF DONOR INPUTS. THE GOS HAS NOT TAKEN THE INITIATIVE IN THIS AREA AND HAS NOT ENCOURAGED THE UNDP TO DO SO. THE RESREP, IN TURN, HAS CHOSEN NOT TO PRESS THE ISSUE. COMMUNICATION AMONG DONORS TENDS TO OCCUR ON AN AS-NEEDED BASIS, AN ARRANGEMENT WHICH IS SATISFACTORY FOR THE MOST PART IN A COUNTRY AS SMALL AS SWAZILAND. THE UNDP "MULTI-BI" ARRANGEMENTS WITH SIDA, NORAD, AND DANIDA (SEE MBABANE 575, PARA 2) ARE REPORTEDLY PROVING QUITE EFFECTIVE AND ARE BEING EXTENDED. IN SOME INSTANCES, U.N. FUNDS ARE BEING COMBINED WITH "MULTI-BI" TRUST FUNDS IN ASSISTANCE ACTIVITIES.

4. ROLE OF RESREP VIS-A-VIS OTHER U.N. SYSTEM ACTIVITIES.

RESREP EFFECTIVELY SUPPORTS ACTIVITIES OF REGIONAL UNHCR REP AND HANDLES EMERGENCY CASES IN HIS ABSENCE. NO POLICY OR ORGANIZATIONAL CHANGES APPEAR NECESSARY AT THIS TIME.

5. COUNTRY PROGRAM REVIEW. THE 1974 FIRST COUNTRY PROGRAM REVIEW WAS CARRIED OUT IN TWO PHASES: THE INITIAL WORK INVOLVED A PROJECT-BY-PROJECT REVIEW WITH PARTICIPATION BY THE UNDP, THE MINISTRY OF FINANCE AND ECONOMIC PLANNING, AND THE MINISTRY SERVING AS LOCUS FOR THE PROJECT. IN ONLY ONE CASE WAS U.N. AGENCY INCLUDED. THIS REVIEW ALSO COVERED "MULTI-BI" TRUST FUND PROJECTS. THE SECOND UNCLASSIFIED

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PHASE, THE "YEAR-END SUMMARY", WAS AN INFORMAL RE-EXAMINATION WITH THE MINISTRY OF FINANCE/PLANNING OF THE TOTAL PROGRAM IN LIGHT OF THE RESULTS OF PHASE 1, WITH ANY EYE TO POINTS WHERE CUTS OR EXPANSION MIGHT BE IN ORDER. THE UNDP CONSIDERS THE SIX-WEEK EXERCISE TO HAVE BEEN A "GOOD LEARNING EXPERIENCE" AND MAINTAINS THAT THE PROGRAM REVIEW IS A CONSTRUCTIVE SYSTEM PROVIDING MORE LEAD TIME TO FLAG PROBLEMS AND THAT THE PROCEDURE IS

WELCOMED BY THE GOS.

6. APPRAISAL OF PROPOSED PROJECTS. SEE COMMENTS PARA 4, REFTEL B. EMBASSY/OSARAC NOT PRESENTLY STAFFED TO A POINT WHERE IT CAN UNDERTAKE A FORMAL UNDP PROJECT PROPOSAL REVIEW PROCEDURE.

7. PROJECT IMPLEMENTATION. ASSISTANCE TO THE SMALL ENTERPRISES DEVELOPMENT CORPORATION (SEDCO) IS THE LARGEST U.N. PROJECT IN SWAZILAND AND IS CONSIDERED QUITE SUCCESSFUL BY UNDP STAFF. AGRICULTURE AND EDUCATION ARE ALSO MAJOR AREAS OF CONCENTRATION. ALTHOUGH SHORTAGE OF SWAZI COUNTERPARTS AVAILABLE FOR ASSIGNMENT TO U.N. TECHNICIANS STILL EXISTS, THE SITUATION IS REPORTEDLY IMPROVED. THE U.N. DOES NOT, HOWEVER, INSIST ON THE ASSIGNMENT OF COUNTERPARTS, ESPECIALLY IN THE CASE OF SENIOR POSITIONS FILLED BY EXPATRIATE EXPERTS. THE U.N. PROGRAM HAS BEEN CRITICIZED FOR ITS LACK OF SUFFICIENT EMPHASIS ON TRAINING, PARTICULARLY LONG-TERM TRAINING OF DEGREE CANDIDATES, AS REPLACEMENTS FOR OPERATIONAL EXPATRIATES. ALTHOUGH THE UNDP DOES BUDGET FOR A COMMON FELLOWSHIP POOL, THIS FUND IS INADEQUATE IN TERMS OF TOTAL PROGRAM REQUIREMENTS AND ONLY THE LARGEST PROJECTS (SEDCO, LIVESTOCK) CONTAIN A PROJECT-SPECIFIC TRAINING COMPONENT. WITH RESPECT TO COMMODITIES, THE U.N. FINDS CONSIDERABLE FLEXIBILITY AND TIME-SAVING IN ITS FREEDOM TO PURCHASE LOCALLY. THE PROVISION OF HOUSING FOR TECHNICIANS CONTINUES TO CAUSE DIFFICULTY, THOUGH THE U.N. IS ENGAGED IN A SIZABLE HOUSING CONSTRUCTION EFFORT TO ACCOMMODATE ITS PERSONNEL.

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R 111438Z APR 75

FM AMEMBASSY MBABANE

TO SECSTATE WASHDC 7860  
INFO AMEMBASSY GABORONE  
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8. PROJECT EVALUATION. SEE PARA 5 ABOVE. AS ALL PROJECTS ARE COMPONENTS OF THE COUNTRY PROGRAM, EACH IS SUBJECT TO AN ANNUAL TRIPARTITE REVIEW. ALTHOUGH GOS PARTICIPATION HAS BEEN GOOD, U.N. AGENCIES HAVE SELDOM BEEN INCLUDED IN THE REVIEW PROCESS. IN THE CASE OF MAJOR PROJECTS, THE TRIPARTITE REVIEW IS SUPPLEMENTED BY AN IN-DEPTH MID-PROJECT EVALUATION IN WHICH ALL PARTIES INVOLVED IN IMPLEMENTATION, INCLUDING THE RESPECTIVE IMPLEMENTING U.N. AGENCY, PARTICIPATE. THE UNDP CONSIDERS THE REVIEW PROCEDURE TO BE OF SUFFICIENT BENEFIT TO WARRANT THE TIME ENTAILED. RESULTS OF THE TRIPARTITE REVIEWS, THE "YEAR END SUMMARY" AND THE MID-PROJECT EVALUATION ARE DOCUMENTED, BUT ARE GIVEN ONLY LIMITED (INTERNAL) DISTRIBUTION.

9. WOMEN IN DEVELOPMENT. ALTHOUGH FEW UNDP PROGRAMS WERE DESIGNED WITH WOMEN IN MIND, UNDP PORTFOLIO DOES CONTAIN SEVERAL ACTIVE PROJECTS WHICH FOCUS ENTIRELY UNCLASSIFIED

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ON SIGNIFICANT ON THE NEEDS OF WOMEN. WFP (ZONDLE) ACTIVITIES INCLUDE A FEEDING PROGRAM FOR PREGNANT AND LACTATING MOTHERS. THE WHO AND UNICEF ARE COOPERATING WITH THE MINISTRY OF HEALTH IN A MCH PROJECT WHICH FOCUSES ON ON-THE-JOB AND OUT-OF-COUNTRY TRAINING FOR NURSES AND ON IMPROVEMENT OF MCH SERVICES, PARTICULARLY FAMILY PLANNING. THE UNDP IS ALSO PROVIDING EXPERTISE TO THE MINISTRY OF AGRICULTURE IN ITS HOME ECONOMICS EXTENSION WORK AND IS FURNISHING UBLS WITH THREE WOMEN STAFF MEMBERS WHO ARE IMPLEMENTING A NEW HOME ECONOMICS DIPLOMA COURSE. MOST SIGNIFICANT, PERHAPS, IS THE INNOVATIVE "INTEGRATION OF WOMEN IN DEVELOPMENT" PILOT PROJECT NOW IN THE FINAL STAGES OF PROJECT DESIGN. THE PROJECT, AS JOINTLY FORMULATED BY THE UNDP AND GOS, IS TO BE ADMINISTERED AND IMPLEMENTED BY WOMEN FOR WOMEN. THE OBJECT OF THE PROJECT IS TO EXPLORE AND PERFECT METHODS FOR INTEGRATED EXTENSION WORK DIRECTED TOWARD THE RURAL SWAZI WOMAN. PROJECT CONTENT IS BOARD AND

INCLUDES INSTRUCTION AND ACTIVITIES RELATING, INTER ALIA, TO HANDICRAFTS, NUTRITION, CASH CROPS, SANITATION AND POULTRY FARMING. DAY CARE CENTERS ARE TO BE ORGANIZED AS WELL. THE LOCUS OF THE PILOT PROJECT IS TO BE THE NORTHERN RDA, WITH PROVISION FOR COUNTRYWIDE WORKSHOPS AND, ULTIMATELY, REPLICATION ELSEWHERE. THE U.N. OFFICE OF TECHNICAL COOPERATION WILL FUND THE TEAM, COMPOSED OF A RURAL DEVELOPMENT EXPERT, A WOMEN'S DEVELOPMENT TRAINING EXPERT, TWO ASSOCIATE EXPERTS, FOUR VOLUNTEERS, AND SHORT-TERM CONSULTANTS AS REQUIRED. COUNTERPARTS ARE TO BE FURNISHED BY THE GOS. IT IS EXPECTED THAT OTHER U.N. AGENCIES SUCH AS UNICEF AND THE FAO WILL ALSO CONTRIBUTE TO THE PROJECT, WHICH HAS AN INITIAL TIME FRAME OF THREE YEARS.

10. FOLLOW-UP WITH UNDP AND EXECUTING AGENCIES.

A. UNDP SUPPORT FOR TRAINING, PARTICULARLY PROJECT-RELATED TRAINING, SHOULD BE ENCOURAGED. IN THE LONG RUN, SWAZILAND NEEDS TRAINED SWAZIS, NOT FOREIGN EXPERTS.

B. SINCE COORDINATION AMONG DONORS IN SWAZILAND IS INFORMAL, U.N. SHOULD BE URGED TO FOSTER OPPORTUNITIES  
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FOR SUCH COORDINATION.  
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## Message Attributes

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